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THE NATIONAL WAR COLLEGE  
Washington, D.C. 20319

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April 4, 1979

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Training 5-1

MEMORANDUM FOR: DIRECTOR/OFFICE OF TRAINING/  
CENTRAL INTELLIGENCE AGENCYSUBJECT: Visit of National War College (NWC) Class to  
CIA Headquarters

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1. Per my telephone conversations with Harry Fitzwater and [ ] subject visit is scheduled for the morning of 18 May 1979. We will depart Fort McNair at 0830 and should be able to begin the visit by 0900. If luncheon proves feasible (See below), I suggest that we plan to lunch around 1245 to permit a full morning program.

2. Background and Purpose of Visit:

- a. The role of intelligence in the national security policy process is of obvious importance, and is so recognized at NWC. The subject is treated in the Core Curriculum during the Unit on "decision-making" in the United States Government. I lectured in late February on "Intelligence and Policy" in the context of recent developments in the Intelligence Community. Seminars on the topic were also held. In November, Admiral Turner spoke to the combined student bodies of The National War College and the Industrial College of the Armed Forces in our Distinguished American Lecture Series. In connection with his appearance, all students were required to read the Executive Order 12036 and were to review appropriate charts on the CIA and the Community.
- b. In addition to the above, two elective courses on intelligence were offered under my direction. They were taken by thirty-three members of NWC and ICAF student bodies. The courses ranged over the entire intelligence cycle and covered virtually all major issues.
- c. The purpose of the 18 May visit is to provide NWC personnel with a first-hand look at the Agency

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facility, and exposure to key senior officials; an opportunity to hear exactly what is the "state of play" in the intelligence field from the standpoint of technique, organizational capability, intra-community relationships, reorganization outcomes, and future challenges. The visit will be enhanced by frank, forthright and factual confrontation of controversial issues which continue to command the attention of media, public and elite circles.

From the Agency's perspective, it represents an opportunity to present an authoritative and balanced view of the intelligence situation to senior military and civilian officers about to return to senior command positions in the national security community.

3. Numbers and Affiliations of Visitor Group:

- a. We are winding down the academic year and schedules are tight. We have put this on a voluntary basis. As of the moment 110 individuals (students and faculty) have indicated they wish to participate. The final figure will be approximately the same.
- b. This group involves 72 military officers. The remainder are Foreign Service Officers and individuals from other civilian agencies.
- c. Twenty of these people have solid professional experience in intelligence and/or have completed the elective courses on intelligence at NWC.

4. Security Clearances:

- a. All students at NWC hold Top Secret Clearances. While certain members of the visiting group hold higher clearances, the content of briefings should be at the TS level or below.
- b. Participants' names and clearance certifications will be provided in advance of the visit.

5. Content and Format of Visit:

- a. The recommendations which follow reflect my consultation with the CIA contingent in this year's NWC class, some faculty comment concerning the last NWC visit to CIA two years ago, and my own sense of what this particular group needs and expects.
- b. The morning should begin with a general briefing/discussion/Q&A in the auditorium. The group should spend part of the morning in smaller groups at other locations in the building addressing subjects of special interest and, if possible, end up at lunch.
- c. The DCI should, of course, be informed of the visit, but since he has already generously given of his time to address the entire National Defense University, we appreciate that he may not wish to see us again. However, the group would be very pleased to meet Ambassador Carlucci who could greet the students and talk to them for 15 or 20 minutes on the "key issues and challenges" facing American intelligence in the 1980's. Another twenty minutes of Q&A would be welcome.
- d. We believe that a traditional "briefing" approach will be less effective than a case, issue or target format. The students can learn what the DDO, NFAC, DDS&T and perhaps the DDA do by reference to capabilities and actions on cases or specific targets, or in specific situations. For example: Each Directorate could have a senior official explain its contribution to intelligence on Soviet Strategic Forces including SALT support. Another "case" might be Economic and Resource Intelligence including Petroleum, OPEC policy decisions, and related matters. A "situation" might be the PRC/Vietnam/Cambodia imbroglio.

The key point is to avoid the usual preoccupation with organization charts and charters. The students have looked at these charts and passing reference to Directorate functions should be sufficient.

The other key point is to pick subjects on which our officers are prepared to speak with candor at TS level. This is preferred to sharing a fraction of information on grounds of sensitivity.

- e. Our Science and Technology element receives less external attention than others, but may be of special interest. I understand that the Glomar Explorer film is superb. If we can take the time to show this film, it would be effective. Alternatively we could make it available to those students who expressed a specific interest in seeing it as part of their "tour." (See below). Still another possibility is to show the film after lunch and hold one bus to convey those who decide to stay on.
- f. If the group divides into three "sections" each visiting two elements after the auditorium meeting, we would set up six sessions. Each student would pick a brace of two retaining the same membership for this bracket to avoid confusion logistically. (See attached chart). If "Glomar" is not shown to all, it could be one of the six units, per (e) above.
- g. If there is a professionally relevant display in the building on 18 May we could look at it. In general, we have not been able to zero in on any particularly fascinating "hands on" locations which are likely to impress this group. Please suggest anything that we are overlooking along these lines.

6. The Proposed Luncheon:

- a. I understand that the smaller cafeteria is used for such visitors with a section roped off. I was also informed some time ago by [ ] that the Rendezvous Room might be made available. She indicated that its capacity was 130 persons. ST
- b. The Rendezvous Room would be pleasant and gracious. We could invite a number of NWC alumni now working at Hqs (cover permitting) to join the group, one or two to each table. They would be drawn from several Agency elements and this would facilitate further

substantive discussion in an informal setting. We could, of course, also invite alumni if we lunched in the cafeteria although introductions may be less smoothly handled. If we use the Rendezvous Room, it would expedite matters if we collected the lunch fare in advance.

- c. If luncheon seems difficult or inopportune for any reason, we can dispense with it. The morning promises to be full and productive in any event.

7. The above are suggestions for your consideration. Please feel free to propose an alternate approach. The NWC students will be at the very end of a complex, demanding and crammed year of reading, lectures, exercises, writing and seminars. Nevertheless, they are eager to have a look at our hallowed and somewhat notorious halls. They are not receptive to standard, perfunctory "dog and pony" exhibitions. We should provide contact with knowledgeable, reasonably senior officers. Top-notch junior officer participation at various points in the program makes good sense also. We should be candid, concrete and confront the controversial questions squarely. National War College students and faculty keenly appreciate the importance of strong intelligence. They are both critical and sympathetic as a group with individual views ranging across a wide spectrum. A well planned and executed visit on 18 May will serve the interests of the College and the Central Intelligence Agency.

9. I suggest you call me when you have considered these suggestions, consulted with other individuals who will be concerned with the visit and are ready to talk. [redacted] colleague on the NWC faculty will participate in further discussions. The Agency members of the NWC class will be pleased to act as hosts and escorts during the visit.

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WILFRED D. KOPLOWITZ  
Director, Intelligence Studies  
The National War College  
Tel: 693-8384

STAT cc:  
OTR/ [redacted]  
DCI/ [redacted]  
Deputy Director for Administration

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